Using Assessment Tools

Presented by

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General interest Assessments (free)
    www.keirsey.com
        Temperament sort
        Like Myers Briggs
    www.platinumrule.com
        Social Style
    www.queendom.com
        Communication Skills Inventory
        Self-esteem Inventory
        Coping skills Inventory

Types of Assessments
    Physical and Security related tests
        Pre-employment Medical exams.
            Employer pays for all costs
            Employee gets a copy of results
            Results are confidential
            Accommodation may be required
        Physical Abilities
            Strength and endurance
            Injuries due to excessive stress (workers comp. Claims)
            Must be job relevant
        Psychomotor Tests
            Semi-skilled workers
            Manual dexterity
            Eye hand coordination
            Motor abilities
        Drug testing
            Drugs use
                More absenteeism
                Late to work
                Increased work place accidents
                More likely to file workers compensation claims
                Higher medical claims
            Must follow security protocol for sample protection.
            Some employers performs second test if 1st is positive

        Honesty & Integrity tests
            Cannot use Polygraph test
            Companies have gone to written test
                Will talk about later
            Some states do not allow
                Massachusetts
                Connecticut

Achievement and Aptitude

        Job Knowledge - Degree of intellectual knowledge not skill
        Skills or work sampling
            Demonstrate level of skill
            Work with equipment, simulators, repair
        Intelligence test
            IQ
            Not an indicator of job performance
        Personality tests
            MMPI
                Not for pre-employment
                Expensive
            16-PF
                Not for pre-employment
                Expensive
            Other pre-employment assessments

Validation of Assessments

    Demonstration of job relatedness
    Show questions predict what they say they do
    Best when based on statistical analysis
        American Psychological Association sets standards
    Law requires that assessment must not have an adverse impact
        A substantially different rate of selection in hiring, promoting, or other employment decisions which works to the disadvantage of members of a race, sex, or ethnic group.
    Why it is important to companies
        Want true understanding of candidate
        Legal protection against suits
        Not advisable to develop your own assessment.

3 components to the hiring process
    Interview
    Assessment testing
    Background checks

Past View (history)
    Past performance is best predict of future performance
    Resume
    Education
    Background checks
    Past employment

Top 3 reasons people fail

    Incompetence - Interviewing, Skills testing

    Incompatibility - Assessment, Interviewing

    Dishonesty - Assessment, Background checks

Peter Drucker Quote

    Chances are good that up to 66% of your company's hiring decisions will prove to be mistakes in the first 12 months.

    If we follow the path we can improve our odds.

Present Predictors

    Interview

        Skills information easy to obtain

        Work habits more difficult to gather information

        Personality traits very difficult to get true information

    Beware of the 4.3 minute problem

    Assessment will help you learn more & faster

        Hiring

            The right person the first time

            Reduce turnover

        Promotions

            Good salesmen often make poor sales managers

        Retention

            People stay where they enjoy the work

            People stay when they are successful at the work they are doing

            People stay where they are appreciated for the work they do

        Performance reviews

    What to look for in a Hiring Assessment. Over 500 available

        1.   Quantifiable scales

            Some put you in a box

- Venturer
- Scientific Professional
- Creative Analytical
- Scholar
- Individualist
- Altruistic Service

            Best assessments show attributes on a continuous scale (1-10)

        2. Designed for business

            Many assessments are modified personality tests from 1960's and are difficult to interpret

        3. Meets federal and state regulations

            Validation

            No adverse impact

4. Can be understood by non-experts

> MMPI & 16-PF require professional interpretation by a psychiatrist or psychologist

5. Beware of buying on cost not performance

> You get what you pay for

6. Non-fakable

> Assessments designed to detect inconsistency of the information provided by the individual.

PI forms

> **Take 5 minutes and complete the Employee Assessment**
> **You are interviewing for a sales job and really want the job**
> **Choose the words that best describe you**

Legality of Assessment use

> Department of Labor Guide recommends for better candidate selection
>> www.dol.gov
>
> DOL says "The appropriate use of professionally developed assessment tools on average enables organizations to make more effective employment related decisions than the use of simple observation or random decision making."

4 key attributes of all good employees

> Integrity - Adherence to moral & ethical principles
> Reliability - Personal dependability
> Work Ethic - Belief in the value of work
> Substance abuse - Attitudes toward substances that are deemed acceptable by society

Assessments can highlight these characteristics in your applicant

> 36,000 businesses fail each year do to employee theft
> Employees steal 10 times more than shoplifters
> Absenteeism cost on the average $31k/year for company of 50 employees

Step One Survey is an example of one an assessment that measures the 4 key attributes

> Takes 20 minutes to take
> Computer scored
> Completely validated
> Can only by use for pre-employment
> Shown to be accurate
> Inexpensive

Examples of how company use the assessment

> Some companies use them to screen candidates
>> Best used to highlight information
>
> Gives you areas to explore with the candidate during interview

Interview questions developed by the Step One Survey
Legal and appropriate question problems are reduced
For inexperienced interviewers the software develops questions.

Future View
Past performance is the best predictor of future performance

Job matching looks at all aspects of the candidate
Skills
Learning abilities
Personality traits
Interest and motivation

The total person
What we normally see in an interview is only 10 % of the real person
Good information, but limited
90% is the non-obvious elements
This is where assessments really help

Three essentials to know regarding the applicant before hiring
Can they do the job?
Will they do the job?
How will they do the job?

Can the person do the job?
Thinking Style
Learning Index (not IQ) - How fast do you learn
Verbal skills
Verbal reasoning
Numerical ability
Numeric Reasoning

Will the person do the job?
Occupational Interests
Enterprising (entrepreneurial)
Financial/Administrative
People Service
Technical
Mechanical
Creative
Will always be a mixture of the above types

How will they do the job?
> Behavioral Traits (9 critical business behaviors)
>> Energy Level
>> Assertiveness
>> Sociability
>> Manageability
>> Attitude
>> Decisiveness
>> Accommodating
>> Independence
>> Objective Judgment

Job Match patterns
> Unique to each business
> Developed for each position
> Used for
>> Hiring
>> Promotion
>> Retention
>> Training
>> Succession planning
>> Personnel management

Interview questions
> Generate questions in areas that are outside of the Job Match pattern.
> Good for inexperienced interviewers
> Experienced interviewers discover new areas to explore

Report types that can be generated
> Placement Report
> Coaching and Management reports
> Individual report

Focused Assessments
Customer service
> Pattern is the same for all companies & regions
Call Center
> Pattern is the same for all companies & regions

Improvement by using Assessments on turnover
High turnover industry
> 46% without 24% with
Low turnover industries
> 25% without 5% with

Retention

       Assessment can be used to improve retention
       Maximizing productivity by knowing and managing individuals better

       5 critical job related competencies
              Productivity
              Quality of work
              Initiative
              Teamwork
              Problem Solving

       Additional Information that is available
              Response to job stress
              Ways to motivate
              Whether internal or externally motivated
                  If we reward in the proper manner it is meaningful to the employee

People are happiest and most productive when they are fully engaged and winning.
       43% not formally educated or trained in their area of work
       67% unhappy and/or dissatisfied with their current position

Utilize all your resources when hiring an employee
       University study show that the more tools that are used the more effective the selection process is
              14 % with interviewing alone
              26% if background checks are added
              38 % with the addition of personality assessments
              54 % when an ability testing is included
              66 % when interest assessment is included
              75% with the inclusion of Job Matching

Note: This workshop is presented with the understanding that the training is attempting to provide education and is not to be construed as legal advice. On specific legal problems, you should seek the advice of your legal counsel to review the matter.

Employee Assessment

DIRECTIONS: Reading the words in the list below and check those that you yourself believe really describe you.

Helpful	O	Esteemed	O	Calm	O
Relaxed	O	worrying	O	Popular	O
Exciting	O	Sentimental	O	Polite	O
Assertive	O	Adventurous	O	Dynamic	O
Patient	O	Easy Going	O	Good-Humored	O
Conscientious	O	Unassuming	O	Escapist	O
Sophisticated	O	Good mixer	O	Generous	O
Persistent	O	Agreeable	O	Unobtrusive	O
Earnest	O	Well-liked	O	Daring	O
Outstanding	O	Docile	O	Tolerant	O
Sympathetic	O	Demanding	O	Nice	O
Loyal	O	Charitable	O	Compelling	O
Self-starter	O	Persuasive	O	Resolute	O
Conventional	O	Careful	O	Tranquil	O
Eloquent	O	Satisfied	O	Cultured	O
Cynical	O	Understanding	O	Dominant	O
Passive	O	Spirited	O	Respectful	O
Gentle	O	Congenial	O	Nonchalant	O
Brave	O	Obedient	O	Flexible	O
Appealing	O	Cheerful	O	Attractive	O
Thoughtful	O	Obstinate	O	Trusting	O
Self-assured	O	Convincing	O	Eager	O
Steady	O	Responsive	O	Shy	O
Competitive	O	Neighborly	O	Fussy	O
Fashionable	O	Selfish	O	Versatile	O
Neat	O	Reserved	O	Amiable	O
Audacious	O	Serious	O	Diplomatic	O
Polished	O	Persevering	O	Self centered	O
Fearful	O			Consistent	O

Validation Methods

Validity - A test is said to be valid if it measures what it claims to measure.

Deductive Validation - You start with a theory in order that the content of the test is defined and that hypotheses are generated concerning what should correlate with the test scores.

Inductive Validation - You start with the test measure and then try to infer what it must be a measure of by examining its relationship with other things.

Construct Validity - This refers to whether a test is measuring what it claims to measure as judged by accumulated evidence. It requires a demonstration that the test measures the construct or characteristic it claims to measure, and that this characteristic is important to successful performance on the job.

An example of construct validity.
This method often pertains to tests that may measure abstract traits of an applicant. For example, construct validity may be used when a bank desires to test its applicants for "numerical aptitude." In this case, an aptitude is not an observable behavior, but a concept created to explain possible future behaviors. To demonstrate that the test possesses construct validation support, the bank would need to show (1) that the test did indeed measure the desired trait and (2) that this trait corresponded to success on the job.

Content Validity - This refers to tests such as ability or attainment tests where the domain of items is very defined. It requires a demonstration that the content of the test represents important job-related behaviors. In other words, test items should be relevant to and measure directly important requirements and qualifications for the job.

An example of content validation.
 You want to determine if there is a relationship between behaviors measured by a test and behaviors involved in the job. For example, a typing test would be high validation support for a secretarial position, assuming much typing is required each day. If, however, the job required only minimal typing, then the same test would have little content validity. Content validity does not apply to tests measuring learning ability or general problem-solving skills (French, 1990).

Criterion Validity - This refers to statistical evidence that shows the extent to which scores on a test are related to the criterion measure. It requires demonstration of a correlation or other statistical relationship between test performance and job performance. In other words, individuals who score high on the test tend to perform better on the job than those who score low on the test. If the criterion is obtained at the same time the test is given, it is called concurrent validity; if the criterion is obtained at a later time, it is called predictive validity.

An example of criterion-related validity.
Take the position of millwright. Employees' scores (predictors) on a test designed to measure mechanical skill could be correlated with their performance in servicing machines (criterion) in the mill. If the correlation is high, it can be said that the test has a high degree of validation support and its use as a selection tool would be appropriate.

Concurrent Validity - A test is said to have concurrent validity if it correlates highly with a "benchmark" test of the same variables.

For further information or human resourcesconsulting services call

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